

The ROI of Positivity: Turning Leadership Behaviors into Measurable Results

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LifeLabs⁷ Learning CAMERON INSTITUTE

The ROI of Positivity

Turning Leadership Behaviors into Measurable Results



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LifeLabs⁷ Learning

Engaged and high-performing workplaces, faster.

500,000+ learners | 2,600+ innovative companies

Training for managers, senior leaders, and teams at amazing places like:



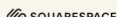
















After 3 months:

100%
of learners said they were using new skills they had learned.

95%
of learners' managers said they still saw a positive impact.

70+
We earn a world-class NPS score from our clients

















Dr. Kim Cameron
Founder, Cameron Institute

Forbes WSJ BUSINESS INSIDER Harvard Business Review FORTUNE Inc. TODAY MIT Sloan Management Review

The New York Times TIME Entrepreneur The Economist CNN NBC CBS Bloomberg Businessweek The Washington Post Los Angeles Times USA TODAY FOX FAST COMPANY abc THE JOURNAL OF HIGHER EDUCATION JBE ORGANIZATION SCIENCE JOURNAL OF MANAGEMENT INQUIRY Applied Psychology Human Resource Management Journal Management Science (IMAS) McKinsey Quarterly

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Enabling extraordinary individual and organizational performance through evidenced-based principles and practices that transform **CULTURE, **LEADERSHIP**, and **MANAGEMENT**.**

Founded 2025

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A Deviance Continuum

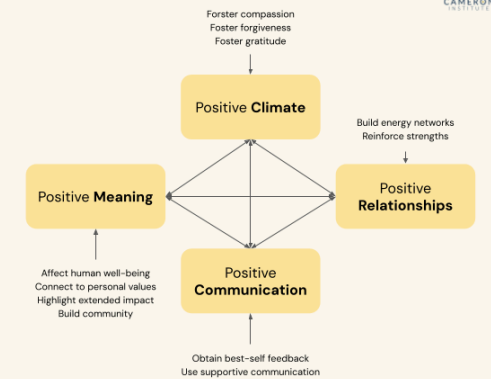
		Negative Deviance	Normal	Positive Deviance
Individual	Physiological	Illness	Health	Vitality
	Psychological	Illness	Health	Flow
Organizational	Economics	Unprofitable	Profitable	Generous
	Effectiveness	Ineffective	Effective	Excellent
	Efficiency	Inefficient	Efficient	Extraordinary
	Quality	Error-prone	Reliable	Perfect
	Ethics	Unethical	Ethical	Benevolent
	Relationships	Harmful	Helpful	Honoring
Adaptation		Threat-rigidity	Coping	Flourishing

DEFICIT GAPS ABUNDANCE GAPS

POSITIVE LEADERSHIP

Four Leadership Strategies that Enable Positive Deviance

"Strategies that can help leaders reach beyond ordinary success to achieve extraordinary effectiveness, spectacular results, and positively deviant performance."



Rocky Flats

Company profile

Mission: Beginning in 1951, produce triggers for nuclear weapons. Keep the world safe for democracy during the Cold War.

Location: 16 miles west of Denver, Colorado.

Size: 385 acres surrounded by a 6000-acre buffer zone.

Buildings: 800 structures, or 3 million square feet under roof.

Workforce: 3500 highly skilled unionized employees.

Ownership: U.S. Department of Energy.

Jurisdiction: Atomic Energy Commission.

Security: Tight security clearance required of workers.

- 21 tons of weapons-grade nuclear material.
- 100 tons of high content plutonium residues with no treatment or disposal path.
- 30,000 liters of plutonium and enriched uranium solutions in tanks and pipes, some of them leaking.
- More than 258,000 cubic meters of low-level radioactive waste.
- Nearly 15,000 cubic meters of transuranic waste.
- A special Nightline program rated Rocky Flats as the most dangerous buildings in America.



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Positive Deviance

Time Frame: Completed 60 years early (2005)

Budget: \$30 billion under budget

Standards: 13 times cleaner than required

Protestors: Adversaries and antagonists are, by and large, advocates and supporters

Labor relations: "The best in my career"

Safety: Twice as good as the industry average

Unions: Enthusiastically worked themselves out of a job

Innovations: 200



Rocky Flats, Oct. 13, 2005

Heliotropic effect:

an inclination in all living things towards positive, life-giving forces.



High Performance Teams

	Team Performance		
	High	Medium	Low
Positive Statement Ratio (supportive, encouraging, appreciation)	5.6 to 1	1.8 to 1	.36 to 1
Inquiry/Advocacy Ratio (questioning versus asserting)	1.1 to 1	.67 to 1	.05 to 1
Others/Self Ratio (external versus internal focus)	.94 to 1	.62 to 1	.03 to 1
Connectivity Average (mutual influence, assistance, interaction)	32	22	18

SOURCE: Losada & Heaphy.

Descriptive Communication

STEP 1:

Describe objectively the event, behavior, or circumstance.

- Avoid accusations. Be objective.
- Present data or evidence.

Example:

"Three clients have complained to me this month that you have not responded to their requests."

STEP 2:

Focus on the behavior, your reaction, or the consequences, not on the other person's attributes.

- Describe your reactions and feelings.
- Describe the objective consequences that have resulted or will result.

Example:

"I'm worried because each client has threatened to go elsewhere if we aren't more responsive."

STEP 3:

Focus on solutions. Suggest an acceptable alternative.

- Avoid discussing who's right or wrong.
- Suggest an acceptable alternative.
- Be open to other alternatives.

Example:

"We need both to win back their confidence and to show them you are responsive. I suggest you offer to do a free analysis of their systems."

"What people give to a relationship, rather than what they receive from a relationship, accounts for the positive effects."

(Brown and Brown, 2006; Brown, Nesse, Vinokur, & Smith, 2003; Grant, Dunton, & Russo, 2008), quoted in Cameron, Kim. Positive Leadership: Strategies for Extraordinary Performance. Berrett-Koehler Publishers, 2012.

Social Inclusion



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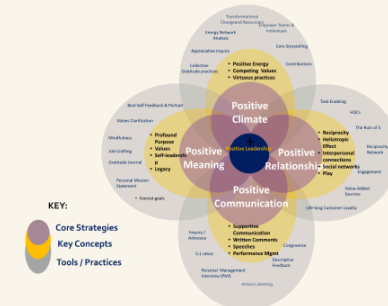
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→ organized action for the purpose of healing and restoration

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